



ABSTRACT AND BIOGRAPHY

Independent Reviews Teams *can be* Valuable Partners in Program Success

IPAO, Program and Center Standing Review Teams as well as ad hoc teams assembled to address specific technical or programmatic problems are all tools in the Agencies and Program Managers tool kit to help ensure project success. Program Cost, strategic Importance, and visibility all go into the decision process of how many and what type of Independent Review process is needed. Project Managers generally have a different view and not very welcoming view of the value of Independent Review Teams. This is understandable as preparation by program and project personnel for reviews can range weeks to months, consuming a large amount of resources. However reviews are also real opportunities for Program and Project managers to help enhance mission success. Experience has shown that a good and appropriate level of independent review can avoid mission failures and or costly surprises as well as help manage stakeholder expectations. The lessons learned from my experience with the Independent Review processes will be discussed and I hope provide attendees with some insight on how to use Independent Reviews to enhance the probability of success for NASA Programs and Projects.

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Joe Rothenberg is currently President and a member of the Board of Directors of Universal Space Network a provider of commercial space communications networks services. In addition, he is an Independent Consultant providing management consulting services to a number of aerospace firms and has also participated in a number of Independent Review Teams for NASA, DoD and NOAA Programs.

Joe retired from NASA in December of 2001. From Jan 1998 until his retirement he was Associate Administrator of NASA for Space Flight in charge of NASA's Human Exploration and Development of Space. Prior to being named the Associate Administrator for Space Flight, he had been serving as the Director of NASA's Goddard Space Flight Center since July of 1995.

Prior to re-joining Goddard in April 1995, Rothenberg served as Executive Vice President of Computer Technology Associates, Inc., Space Systems Division, McLean, Virginia, a position he held from February or 1994 to April of 1995

From 1990 to 1994, he was Associate Director of Flight Projects for the Hubble Space Telescope (HST) at Goddard. In this position, he was responsible for directing all aspects of the HST Project. In 1983, Rothenberg joined Goddard as Operations Manager for the HST. From 1987 until 1989 Rothenberg was Chief of the Mission Operations Division under the Mission Operations and Data Systems Directorate at



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Goddard. From 1989 until 1990 he was Deputy Director of Mission Operations and Data Systems.

Rothenberg began his career with Grumman Aerospace in 1964 where he managed the development and operations of the aerospace ground equipment and flight instrumentation systems for the Orbiting Astronomical Observatory series of Goddard spacecraft.

Rothenberg holds a Bachelor of Science degree in Engineering Science and a Master of Science degree in Engineering Management from C. W. Post College of the Long Island University. He has received numerous Awards including the: NASA Distinguished Service and Outstanding Leadership Medals; Presidential Distinguished and Meritorious Executive Rank Awards; Collier Trophy; AIAA Goddard Astronautics Award and was inducted into the Aviation Week and Space Technology Hall of Fame